

A STUDY ON THE INFLUENCE OF HRD CLIMATE ON FACULTY PERFORMANCE IN SELF FINANCE ENGINEERING COLLEGES AT CHITTOOR DISTRICT

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ABSTRACT

Human resources are the most important asset. People are the one which made to utilize the remaining assets and achieve the end results. Hence, the top level management has understood the emerging needs of the competent people and retaining them by increasing the performance of the employee. Most organizations are fully aware of the importance of employee, their performance and finding the ways through the contributing factors of performance. So the managerial function is to enable the human competences at maximum extent and to enhance the performance of the individuals. HRD concept is a formal organizational effort intended to acquire required competencies to better perform. HRD climate is the best tool to enhance the individual performance by achieving employee job satisfaction in a pleasant environment. The aim of the present study was to assess the factors of the performance in self financing engineering colleges in chittoor district in Andhra Pradesh.

KEYWORDS: HRD Climate, Job Satisfaction & Performance

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INTRODUCTION

India's education system is often cited as one of the major contributors to the economic rise of India. The size of India's higher education market is as regards \$40 billion per year. Presently, about 12.4 percent of students depart for higher education from the country. If India were to increase that figure of 12.4% to 30%, then it would need another 800 to one thousand universities and over 40,000 colleges in the next 10 years. But the Indian education system suffers from several systemic deficiencies. The researcher chooses a very micro area, self-financed engineering colleges in chittoor district, Andhra Pradesh. Engineering colleges have been springing up like wild mushrooms in India in the last few years. Their number has gone up from a not too modest 1,511 colleges in 2006-07 to an astoundingly high 3,345 in 2014-15. The state of Andhra Pradesh alone has more than 700 colleges. Several engineering colleges in Andhra Pradesh are up for closure this academic year due to a drastic fall in admissions to the courses offered by them. According to the latest report compiled by the AICTE. As a result, it continues to provide graduates that are unemployable despite emerging shortages of skilled manpower in an increasing number of sectors. The standards of academic research are low and declining. As many as 143 technical institutes from 14 states have applied for permission for closure. Of them, 56 institutes are from Andhra Pradesh alone, while two institutes are from Tamil Nadu and five from Karnataka, considered to be the most sought-after

destinations for technical courses.

Human Resource plays an active role in the modern economic scenario of any country and their development in the organizational context is a process by which the employees of an organization are helped in a continuous and a planned way to: (a) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (b) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organizational development processes; and (c) develop an organizational culture in which supervisor-subordinate relationships, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees (Rao and Abraham:1986). The climate is helpful in the fulfillment of committed goals of an individual, organization and society. It increases the capabilities and efficiency of an individual which is likely to reflect itself in the long run in the well-being of the individual good reputation of the institution and ultimately the well-being of the society. However, the nature of efforts and investments in developing human resources may vary from organization to organization depending on its need, nature of capabilities the organization wants to build up, the change process, the size of the an organization etc. The various elements of an HRD Climate if exists to a good extent in an organization would definitely help in augmenting job satisfaction of employees (Solkhe and Choudhary, 2011). It assists in creating a cordial and healthy relationship between various dyads, teams and inter-teams, supported by transparent communication. Research studies have proved that there exists a statistical co- relationship between specific elements in the organizational climate and four performance measures such as profitability, productivity, customer loyalty and employee retention (B. Pattnayak, 2003). Organizational climate has been found to be a determiner of an organization's ability to sustain high performance.

REVIEW OF LITERATURE

A handful of research studies have been conducted to find out the level and influencing factors of HRD climate in an organization. Some of the reviewers are mentioned below:

Dr. Asha Alexander 2012 (Human Resource Champion: A Panacea for Banking Health 2012) attempts to evaluate the human development climate from the champions' perspective in the banking industry. The result shows that income, gender and age of champions' are the most important variables in the study while experience, type of bank and qualification of champions' contribute moderately towards the human resource development climate. **Krupa J. Bhatt, Tarjani N. Mehta 2013** (Effect of HRD Climate in Private Sectors Banks at Bhavnagar District, December 2013) attempted to find out the type of HRD climate that is prevailing in public sector banks, and also tried to find out the difference in the perception of employees regarding HRD climate on the basis of age, gender, designation, qualification in Bhavnagar. The result indicates that the HRD climate in public sector banks is average and the perception of employees regarding the HRD climate does not differ significantly on the basis of gender, qualification and designation but it differs significantly on the basis of age. **Shweta Mittal and Dr. B. L. Verma 2013** (HRD Climate in SBI Bank) assesses the perception of top management support for HRDC and HRD subsystems and the perception of employees of Human Resource Development Climate and how is SBI faring in OCTAPACE culture with respect to age and experience and concluded that the employee having the same perception regarding general climate and differ with OCTAPACE and HRD mechanisms. Hence the top management needs to change the policies. **Aleem Hashmi and Haidar Abbas 2014** (Hrd climate in the banking sector) attempted to examine the various HRD practices, HRD climate and HRD efforts' outcomes in the context of Indian Banking Sector and concluded that the welfare provisions and the training & development system

of the banking sector are good. **Nasser S. Al-Kahtani and Nawab Ali Khan 2014**, An Empirical Investigation into Human Resource Development Practices in Public Telecom Organizations in Saudi Arabia. The present study was aimed to analyze some of these HRD practices which can help the public sector telecom companies of Saudi Arabia brings out the fact that appropriate HRD Practices provide an essential springboard for enhancing the Satisfaction and Commitment of the employees in the Telecom Industry. **Piyashi banik 2014**, (HRD Climate in Banks 2014) attempt to trace the existence of an HRD climate scenario as perceived by its employee and to assess their work behavior in banking sector Tripura. Findings revealed that employees were very much aware of their surroundings, employee strongly relate to their perceptions of hrd climate to job satisfaction, HRD climate showed a strong relation to commitment. **Dr. B. Appala naidu 2015** (Employee perception on hrd at Visakhapatnam port trust with reference to officers and supervisors) with a view too compare the perceptions of Employees at different levels (Officers, Supervisors) on HRD climate and concluded that It was identified that perception of officers at HRD climate was high when compared with supervisors. **S. A. Mufeed and S. N. Rafai1-2016** (Need for Octapace Culture in Tourism Sector: An Instrument for Organizational Dynamics) to identify the major factors responsible for non-promoting of organizational effectiveness among the managerial and non-employees about the prevailing OCTAPACE culture and to know the preventive measures for the same with special reference to Tourism sector and concluded that if organizational OCTAPACE profile is high, it would positively contribute to organizational dynamics and effective governance. **Guru 2016** in his study “A study on organizational climate and its effects on the work environment” concluded that the organizational climate of employees in IT industry depends upon the major factors such as organizational culture, work environment, safety and negotiation as well as Effective performance depends on the type of HRD climate that provides in the organization.

RESEARCH METHODOLOGY

For the purpose of the study, the researcher selected the self- employed engineering colleges and the respondents were selected on the basis of random sampling. A total of 600 faculty members were selected randomly from various departments. Out of 600 questionnaires distributed, only 513 questionnaires were received completed in all respects.

Type of study	Descriptive
Type of sample	Simple Random sampling
Sample size	513
Statistical Tools	Exploratory Factor Analysis & correlation

OBJECTIVE

To Study the factors that influence Faculty performance in self- Financing Engineering colleges.

Analysis

Exploratory Factor Analysis applied in SPSS, to determine the factors that influencing faculty performance.

Table 1

Component 1: Performance Management	Factor Loadings	Grand Mean	Conbranch Alpha Value
Promotions are based on meritorious performance	0.742	0.797	3.83
Recognition is done by the department level	0.761		
Performance appraisal reports are objective oriented	0.637		
Potential faculties are sponsored for reputed FDP	0.583		
Feedback reports are discussed with the faculty as constructive tool to make them effective teachers	0.730		
Component 2: Open - Self (Self Awareness)			
Feedback report is without any bias	0.577	0.786	3.90
Faculty are encouraged to give their opinion for department development	0.553		
Innovative practices are allowed for performance	0.885		
Faculty performance is healthy for HRD Climate	0.811		
HRD Climate is favoring the retention strategy	0.475		

FINDINGS

Performance Management

Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.

Performance management considers the following variables under HRD climate; they are Promotions are based on **meritorious performance** (0.742), **Recognition** is done by the department level (0.761), Performance **appraisal reports** are objective oriented (0.637), Potential faculties are **sponsored** for reputed **FDP** (0.583), Feedback reports are discussed with the faculty as a constructive tool to make them effective teachers (0.730) where as $\alpha = 0.797$ with a **Grand Mean = 3.83**.

Open - Self (Self Awareness)

Open self, in which HRD Climate will encourage a diversity of interests to unite in mutual respect, freedom, and co-operation. It includes Feedback report is without any bias (0.577); There are many sources of **feedback** that instructors can use to inform their **teaching**, including self-assessments, peer observations, and student evaluations. Faculty should feel confident about determining what methods fit the needs and limits of their situation, or, trying out different protocols over the course of several. Faculty is encouraged to give their **opinion for department development** (0.553); Employee satisfaction and retention surveys have been around since the dawn of business in one form or another. However, up until recently, they have been used primarily to gauge only faculty satisfaction. Advancements in measurement and analysis now make it possible to link employee satisfaction to other aspects of the employee experience and, most importantly, to the impact on business outcomes. Innovative practices are allowed for performance (0.885); Faculty performance is healthy for **HRD Climate** (0.811) and HRD Climate is favoring the **retention strategy** (0.475) whereas $\alpha = 0.786$ and with a Grand Mean = 3.83.

Is there any significant relationship between Faculty satisfaction and their performance?

Table 2

		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
X1	Pearson Correlation	.419 (**)	.334 (**)	.266 (**)	.292 (**)	.330 (**)	.286 (**)	.340 (**)	.221 (**)	.183 (**)	.396 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	513	513	513	513	513	513	511	513	513	513
X2	Pearson Correlation	.190 (**)	.164 (**)	.236 (**)	.473 (**)	.415 (**)	.228 (**)	.383 (**)	.381 (**)	.241 (**)	.286 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	513	513	513	513	513	513	511	513	513	513
X3	Pearson Correlation	.582 (**)	.450 (**)	.485 (**)	.366 (**)	.462 (**)	.488 (**)	.351 (**)	.343 (**)	.294 (**)	.411 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	513	513	513	513	513	513	511	513	513	513
X4	Pearson Correlation	.482 (**)	.333 (**)	.377 (**)	.470 (**)	.462 (**)	.341 (**)	.269 (**)	.280 (**)	.331 (**)	.365 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	513	513	513	513	513	513	511	513	513	513
X5	Pearson Correlation	.559 (**)	.388 (**)	.513 (**)	.414 (**)	.462 (**)	.436 (**)	.393 (**)	.348 (**)	.330 (**)	.408 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	511	511	511	511	511	511	509	511	511	511
X6	Pearson Correlation	.177 (**)	.179 (**)	.141 (**)	.311(*)	.313 (**)	.077	.354 (**)	.247 (**)	.131 (**)	.169 (**)
	Sig. (2-tailed)	.000	.000	.001	.000	.000	.083	.000	.000	.003	.000
	N	513	513	513	513	513	513	511	513	513	513
X7	Pearson Correlation	.194 (**)	.120 (**)	.282 (**)	.367 (**)	.376 (**)	.230 (**)	.185 (**)	.127 (**)	.219 (**)	.270 (**)
	Sig. (2-tailed)	.000	.007	.000	.000	.000	.000	.000	.004	.000	.000
	N	511	511	511	511	511	511	509	511	511	511
X8	Pearson Correlation	.463 (**)	.359 (**)	.466 (**)	.266 (**)	.384 (**)	.370 (**)	.342 (**)	.362 (**)	.303 (**)	.439 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	513	513	513	513	513	513	511	513	513	513
X9	Pearson Correlation	.430 (**)	.427 (**)	.302 (**)	.486 (**)	.527 (**)	.307 (**)	.458 (**)	.338 (**)	.294 (**)	.333 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	511	511	511	511	511	511	509	511	511	511
X10	Pearson Correlation	.320 (**)	.386 (**)	.171 (**)	.445 (**)	.382 (**)	.278 (**)	.382 (**)	.331 (**)	.263 (**)	.423 (**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	513	513	513	513	513	513	513	513	513	513

*Correlation is significant at the 0.01 level (2-tailed).

**Correlation is significant at the 0.05 level (2-tailed).

- **Y1** (promotions are based on meritorious performance) is strongly correlated with the variables **X3** (Adequate salary paid by the Management), **X4** (Career advancement is effective), **X5** (Faculty performance is recognized with appropriate awards) and **X8** (Welfare measures are effective). And the other remaining factors are not

significantly impacting the **Y1** (promotions are based on meritorious performance).

- **Y2** (recognition is done by the department level) is strongly correlated with the variables **X3** (Adequate salary paid by the Management) and **X9** (Department Heads are effectively guiding the Department). And the other remaining factors are not significantly impacting the **Y2** (recognition is done at the department level).
- **Y3** (recognition is done by the department level) is strongly correlated with the variables **X3** (Adequate salary paid by the Management), **X5** (Faculty performance is recognized with appropriate awards) and **X8** (Welfare measures are effective). And the other remaining factors are not significantly impacting the **Y3** (recognition is done at the department level).
- **Y4** (faculty are encouraged to give their opinion for department development) is strongly correlated with the variables **X2** (Subject allocation according to the specialized area of interest), **X4** (Career advancement is effective), **X5** (Faculty performance is recognized with appropriate awards), **X9** (Department Heads are effectively guiding the Department) and **X10** (Happy to serve this institution). And the other remaining factors are not significantly impacting the **Y4** (faculty is encouraged to give their opinion for department development).
- **Y5** (performance appraisal reports are objective oriented) is strongly correlated with the variables **X2** (Subject allocation according to the specialized area of interest), **X3** (Adequate salary paid by the Management), **X4** (Career advancement is effective), **X5** (Faculty performance is recognized with appropriate awards) and **X9** (Department Heads are effectively guiding the Department). And the other remaining factors are not significantly impacting the **Y5** (performance appraisal reports are objective oriented).
- **Y6** (potential faculties are sponsored for reputed fdp) is strongly correlated with the variables **X3** (Adequate salary paid by the Management) and **X5** (Faculty performance is recognized with appropriate awards). And the other remaining factors are not significantly impacting the **Y6** (potential faculties are sponsored for reputed FDP).
- **Y7** (feedback reports are discussed with the faculty as a constructive tool to make them effective teachers) is strongly correlated with the variables **X5** (Faculty performance is recognized with appropriate awards), **X6** (Feedback mechanism help the faculty to mold their teaching behavior) and **X9** (Department Heads are effectively guiding the Department). And the other remaining factors are not significantly impacting the **Y7** (feedback reports are discussed with the faculty as a constructive tool to make them effective teachers).
- **Y8** (innovative practices are allowed for performance) is strongly correlated with the variable **X2** (Subject allocation according to the specialized area of interest). And the other remaining factors are not significantly impacting the **Y8** (innovative practices are allowed for performance).
- The variable **Y9** (faculty performance is healthy for hrd climate) is not strongly correlated with any of the variables that support for faculty satisfaction.
- **Y10** (hrd climate is favoring the retention strategy) is strongly correlated with the variables **X3** (Adequate salary paid by the Management), **X5** (Faculty performance is recognized with appropriate awards), **X8** (Welfare measures are effective) and **X10** (Happy to serve this institution). And the other remaining factors are not significantly impacting the **Y10** (hrd climate is favoring the retention strategy).

- **X1** (faculty is provided with optimum work load) and **X7**(Faculty is willing to do administrative jobs) are not strongly correlated to any of the variables that support for hrd climate.

CONCLUSIONS

The implementation of HRD subsystems may create a favorable attitude and job satisfaction in employees and improve their performance. A consolidated view of respondents towards HRD practices is termed as HRD climate. According to the findings, it can be concluded that there exists a good HRD climate. Most importantly, the findings of this study are in conformity with the existing literature and add to the gap in the existing literature, which has been attempted through this study. HRD climate has determined that self-awareness of employee will lead to the success of both the organization and individual. Employee's meritorious performance depends on various factors such as promotion, recognition, employee's potentiality, etc., Faculty performance depends on employee satisfaction which is influenced by top management support in HRD climate.

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